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68-4086

3 SEP 1969

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MEMORANDUM FOR: Deputy to the DCI for National Intelligence
Programs Evaluation
Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support

SUBJECT : Automatic Data Processing -- Management

1. At our meeting on 20 August 1969 we discussed the key question of centralized vs. decentralized management of our ADP program. An important subsidiary question was whether we should make organizational changes to improve management of these facilities and resources which are becoming increasingly important to all aspects of our work. They are also becoming increasingly expensive in terms of money and manpower and related space, communications, and other supporting services.

2. A number of alternatives regarding organization to deal with the question of centralization vs. decentralization were discussed. They ranged from the status quo with existing rules clarified and strengthened to the creation of a new directorate to be composed of all existing ADP centers, personnel, and facilities. Our discussion touched on the criticality of space and dollars, the necessity of interface between communications and computers, the need for more user-management education, our unique security problems, and our position in the intelligence community.

3. There seemed to be general agreement among the Deputies that:

a. The results of our decentralized and informal approach to ADP management to date have been satisfactory;

b. Management can and should, however, be improved in several important respects including better validation of user requirements; an improved training program through

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which users and managers of computer facilities can better understand requirements, capabilities, and limitations; and considerably stronger coordination at the Agency level; and

c. From the viewpoint of organization it is desirable that ADP services and the user of the services interface as closely and intimately as possible.

4. I have concluded that we need not at this time make organizational changes to improve the management of our ADP program. I believe we can accomplish our objectives by clarifying existing responsibilities and strengthening the existing coordinating mechanism under the Executive Director-Comptroller. I have therefore directed the Executive Director-Comptroller to see that this is done and to issue such supplemental instructions as he deems necessary. I will also expect brief status and progress reports from the Executive Director-Comptroller which will deal with problems with which I need to be concerned.

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Richard Helms
Director